Role Description

Role Title	Product Manager
Agency	Service NSW
Division	Product
Location	McKell
Grade/Band	Grade 11/12
Kind of Employment	Ongoing
ANZSCO Code	135199
Role Number	Various
PCAT Code	1326892
Date of Approval	January 2018
Agency Website	www.service.nsw.gov.au

Agency Overview

At Service NSW we are a customer focused organisation, passionate about delivering a great customer experience, every day in every way.

Our culture is defined by shared values and behaviours that support the achievement of our Vision and Mission. Our success is based on living our shared values every day when we work with our customers and with each other.

Our vision is to be the leader in transactional services for the NSW community.

Our mission is to transform transactional services through excellent customer service and effective partnerships.

We'll do this by:

- putting our customers at the heart of everything we do;
- delivering more choice;
- making it easier to connect with us through a variety of easy to access channels; and,
- innovating, improving and simplifying how we do things.

Our values serve as a compass for our actions. These are the three core values that we live by:

Passion

A great customer experience is our highest priority.

Teamwork

We work together for positive customer outcomes.

Accountability

We work to create value and take ownership for the customer experience end-to-end.

Primary purpose of the role

The Product Manager is responsible for end to end product management, including taking products from initial idea through to strategy, implementation and continuous improvement. The Product Manager will lead a multi-disciplined team through product definition, development, implementation, maintenance and enhancement, ensuring the product is managed over its entire lifecycle, and supports delivery of Service NSW objectives. The Product Manager will establish an effective product team culture to support the development and management of Service NSW products which deliver meaningful customer value.

Key accountabilities

- Lead multi-disciplinary team to manage end to end product lifecycle, including defining and executing product vision and strategy, validating product features and design, and collecting and prioritising inputs to inform product decisions and direction
- Leading and defining an outcome oriented product roadmap, gathering customer insights and feedback, defining and writing user stories, acceptance criteria and success metrics, to ensure customer centric product design and development and delivery
- Lead research, including consultation with product consumers and related activities, to define current and future product enhancement to meet customer needs and maximise return on investment
- Consult with service and technology providers to integrate products and services to maximise value for money in digital service delivery
- Lead and coach product team to deliver product roadmap and continuous improvement in product and system enhancements, efficiency improvements, and regulatory and compliance initiatives
- Design, lead and support communications and engagement activities that build organisational understanding of user-centred product development methodologies and other customer-centric approaches

Key challenges

- Define and maintain the financial viability of products and services and ensure effective use of resources
- Balance the immediate need of the business with future requirements and align product investments accordingly
- Effectively communicate product roadmaps, plans, highlighting the best path forward while managing stakeholder expectations

Key relationships

Who	Why
Internal	
Product Director	• Provide guidance regarding the future direction of the product lifecycle, related ICT investments and product strategy • Escalate issues, receive instructions and provide feedback
Product Team	• Lead team meetings to obtain the work group perspective, share information, and influence product direction • Work with CIO/CTO on ICT strategy • Work collaboratively to contribute to achieving the team's business outcomes
Clients/Customers	• Determine future requirements for new or modified services and products • Determine satisfaction with existing services • Resolve and provide solutions to issues
External	
Suppliers/partners	• Manage underpinning contracts and service delivery expectations

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Role dimensions

The Product Manager leads design and delivery of customer centric products which underpin the operations of Service NSW, and have direct impact on Service NSW's ability to deliver NSW Government objectives.

The Product Manager operates with complete autonomy and is the expert in respect of all aspects of end to end management of their product The Product Manager has full accountability for product implementation, product quality, continuous improvement, and leading and supporting the team to ensure a smooth delivery, including the quality, integrity and accuracy of specialist technical advice provided.

Reporting line

The Product Manager reports to the Product Director.

Direct reports

The Product Manager will lead multi skilled product team resources including Product Designers, Product Engineers and other specialist roles as required.

Budget/Expenditure

The Product Manager has direct budget responsibility for managing within a Product budget to support product team resourcing, and end to end product design, delivery, maintenance and enhancement.

Essential requirements

- Proven leadership in product management or product development, preferably in web-based products, including driving process, system and product improvement to meet customer needs
- Strong experience developing product roadmaps for new and existing products and creating MVP, and translating roadmaps into meaningful user stories, acceptance criteria and success metrics
- Ability to close the feedback loop and analyse customer feedback and insights to continuously evolve and improve products
- Experience working in Agile and Lean methodologies, and User Centred Design will be an advantage
- Experience working directly with customers, clients, and mentoring product designers, product developers or product engineers will be an advantage
- Experience working in a start-up environment, or an innovation lab within a corporate environment will be an advantage

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

This role also utilises an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at www.psc.nsw.gov.au/capabilityframework/ICT

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
Personal Attributes	**Display Resilience and Courage**	**Advanced**
	Act with Integrity	**Advanced**
	Manage Self	Adept
	Value Diversity	Adept
Relationships	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	**Advanced**
	Work Collaboratively	**Adept**
	Influence and Negotiate	Adept
Results	**Deliver Results**	**Adept**
	Plan and Prioritise	**Adept**
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Adept
Business Enablers	Finance	Adept
	Technology	**Advanced**
	Procurement and Contract Management	Adept
	Project Management	Adept
People Management	**Manage and Develop People**	**Adept**
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Occupation / profession specific capabilities

Capability Set	Category, Sub-category and Skill	Level and Code
SFIA	**Service Management, Service Design, Service Level Management**	**Level 6 - SLMO**
	Relationship and Engagement, Sales and Marketing, Product Management	**Level 5 - PROD**
	Strategy and Architecture, Business Strategy and Planning, Innovation	**Level 6 - INOV**

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Display Resilience and Courage	Advanced	• Stay calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in the face of strong, contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Personal Attributes Act with Integrity	Advanced	• Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines
Relationships Communicate Effectively	Advanced	• Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Commit to Customer Service	Advanced	• Promote a culture of quality customer service in the organisation • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design • Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Relationships Work Collaboratively	Adept	• Encourage a culture of recognising the value of collaboration • Build co-operation and overcome barriers to information sharing and communication across teams/units • Share lessons learned across teams/units • Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Deliver Results	Adept	• Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Results Plan and Prioritise	Adept	• Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team/unit goals, strategies and plans • Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate achievements and adjust future plans accordingly
Results Think and Solve Problems	Advanced	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Business Enablers Technology	Advanced	• Show commitment to the use of existing and deployment of appropriate new technologies in the workplace • Implement appropriate controls to ensure compliance with information and communications security and use policies • Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes • Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes • Implement and monitor appropriate records, information and knowledge management systems protocols, and policies

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
People Management Manage and Develop People	Adept	• Define and clearly communicate roles and responsibilities to achieve team/unit outcome • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way • Monitor and report on performance of team in line with established performance development frameworks

Occupation specific capability set (Skills Framework for the Information Age – SFIA)		
Category, Sub-category	**Level and Code**	**Skill and Level Description**
Service Management, Service Design, Service Level Management	Level 6 - SLMO	Ensures that a catalogue of available services is created and maintained and that service level agreements are complete and cost effective. Ensures that service delivery is monitored effectively and that identified actions to maintain or improve levels of service are implemented. Ensures that operational methods, procedures, facilities and tools are established, reviewed and maintained. Negotiates with relevant parties in respect of disruptions and major amendments to the provision of services. Reviews service delivery to ensure that agreed targets are met and prepares proposals to meet forecast changes in the level or type of service.
Relationships and Engagement, Sales and Marketing, Product Management	Level 5 - PROD	Acts as owner/advocate for one or more products or services, advising on standards, methods, tools, etc. Manages their lifecycles to ensure that, over time, the needs of customers are profitably met. Liaises with customers and colleagues in other disciplines in determination of product positioning, coordination of product launch, marketing campaigns, and monitoring of product/service performance. Anticipates changes in market dynamics /models, adapts products, and creates product retirement and transitioning strategies.
Strategy and Architecture, Business Strategy and Planning, Innovation	Level 6 - INOV	Recognises potential strategic application of information technology capabilities. Initiates and manages investigation and development of innovative methods, practices and technology, to the benefit of organisations and the community. Plays an active and dynamic role in improving the interface between all interested parties, facilitating knowledge flow to enable sharing and development of creative ideas.